

## ICPM Working Group on Strategic Planning and Technical Assistance

### Various Documents

ICPM Technical Consultations on Strategic Planning and Technical Assistance  
6-10 March, 2000 -- Bangkok, Thailand

#### Status of Participants

ICPM Representative Government or Organization

Status	FAO funds	N.A. van der Graaff	FAO - HQ	Confirmed	RPR. Griffin	FAO - HQ	Confirmed	RPC.Y. Shen	FAO
- RAP	Confirmed	RPP.K.Saha	FAO - RAP	Confirmed	RP	John Hedley (Chair)	New		
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INTERIM COMMISSION ON PHYTOSANITARY MEASURES:  
STRATEGIC PLANNING MEETING  
March 6-8, 2000  
FAO, Bangkok, Thailand

INTRODUCTORY NOTES

1. The need for strategic planning

All professional organisations need some form of planning to organise their activities. The ICPM is no exception. In fact, it is essential that a new organisation, like the ICPM, develop a strategic plan. The ICPM has much to consider including:

its main function;

- strategic directions that support its function;
- the range of activities the ICPM will be involved with;
- long term relationships with other international organizations;
- funding arrangements for ICPM operation and activities.

The Working group meeting that discussed strategic planning at the 2nd meeting of the ICPM recognised the need for planning and strongly endorsed the idea that the ICPM develop a strategic plan.

2. The recommendations of the 2nd meeting of the ICPM

The 2nd ICPM made a number of recommendations on strategic planning (see the relevant section of the report of the 2nd meeting of the ICPM – Attachment 1). These are:

that an open-ended working group be set up and meet twice this year;

the Working Group assist the Secretariat in drafting a strategic plan, under the chairmanship of the ICPM Chair;

this group develop a questionnaire which the Secretariat would send to members to determine the “basis of the development of a long-term strategic plan”;

the plan should represent an appropriate long-term vision;

it should include a financial plan;

it should cover a period of five years;

activities should be costed to allow prioritization in relation to available resources;

it should contain a strategy for adequate resourcing while budgetary constraints should be noted;

milestones should be indicated to enable the evaluation of progress;

the plan should refer to matters such as an information systems and the provision of technical assistance, which members have indicated are of importance.

These recommendations constitute clear guidance for the Working Group on Strategic Planning.

3. What is strategic planning?

Strategic planning is essentially long-term planning that links the aims of the organization with the operational activities to be undertaken.

The strategic planning that I am most familiar with is that which:

defines the mission of the organisation;

describes the strategic directions to be followed to meet this mission;

lists the goals and objectives that make up annual work programme following the strategic directions.

The mission statement of the ICPM, when it is written and agreed to, will define the major function of the ICPM. It will tell you what the ICPM is about and the responsibilities and obligations of the members. This essential core function should be a simple direct statement that allows all activities of the ICPM to be

focussed on it. For example, the ICPM could have a mission relating to the implementation of the IPPC or relating to the development of standards and facilitating their implementation, etc. Whatever the ICPM decides upon, the mission statement will state the focus of the endeavours of the ICPM members and imply the areas of emphasis of their work with phytosanitary measures.

The strategic directions are the main areas of work that need to be undertaken to follow the mission statement of the ICPM. There could be something like four or five strategic directions. If, for example, the mission of the ICPM involved the development and implementation of standards, the strategic directions could include such topics as the development of standards, technical assistance for the implementation of standards, and information systems to aid consultation and training, etc.

The goals and objectives for a work programme to deal with the strategic directions would make up the bulk of a 3, 4, or 5 year plan. For example, one of the goals could be to ensure that developing countries had the opportunity to take part in the consultation process in the development of a standard. The objective would be to hold open-ended discussion group meetings, say in Africa and Asia, with funds available to assist a number of experts from developing countries to attend.

#### 4. Preparation for strategic planning

The above process seems to be simple and straightforward. Indeed it is. But for the process of strategic planning to go smoothly, some preparatory work has to be undertaken. To be able to develop a comprehensive and effective plan, an organization should have a position statement (or background document) that describes the situation as it is at the moment. To achieve this summary of its present position, many organisations carry out an analysis of their strengths and weaknesses, and of the environment they work in by looking at the opportunities and threats.

Some strategic planning exercises for organizations do a great deal more. They examine their core values, take great care in being clear about who their clients are and base their discussions on a vision of their organisation (i.e., an idea of what they would like to see their organization look like at some time in the future).

In other words, a strategic planning exercise is just what the organisation concerned makes it. It can be long and complex or it can be short and deal with only the issues regarded as important at the time.

I would tend to support a shorter plan with restricted dimensions for a number of reasons including:

the ICPM has not done this before so it might be best to tackle something short and straightforward; once the ICPM has its first plan, members will be able to see more clearly what they want the ICPM to do. Substantial changes might be needed. So the ICPM might be well advised not to spend too much time on this first attempt; the ICPM could treat this first plan as a learning exercise, particularly for those countries which are unfamiliar with the process.

I would suggest that the ICPM develop a position statement, then go on to develop a mission statement, strategic directions and then goals and objectives of a work programme.

#### 5. Reviewing the strategic plan

Whatever is decided by the ICPM as an appropriate strategic plan, it should be remembered that it is a plan, and can and should be changed. The situation in which the ICPM exists will change, not just the pest situation, but the international policy framework, the relationships with other international organisations – many aspects of the environment (not the natural environment) will change. So, in response to these changes, so the ICPM should change its strategic plan to ensure that the ICPM continues to work according to the requirements of its member governments. When we start strategic planning, we will need to continue the exercise. We will need regular reviews to allow the ICPM to check on its direction, on its major activities. We could do this every three, four or five years. I would like to suggest that we consider

reviewing the first strategic plan after three years, then consider a longer time interval after that. The action plans, or programme of meetings etc which might cover several years, could be updated on an annual basis.

6. Proposed plan of action for developing the ICPM Strategic plan

The following outline of a plan of action for the developing of a Strategic Plan is proposed for the consideration of the March 2000 Working Group.

Phase 1 – March 2000 Working group develops a questionnaire to obtain the views of members on points of strategic planning.

Phase 2 – May - July 2000, ICPM members answer questionnaire and forward to the Secretariat.

Phase 3 – August - September 2000, Secretariat and Bureau collates ICPM members views for consideration of the Working Group.

Phase 4 – October 2000, the Working Group constructs a draft strategic plan for the consideration of members.

Phase 5 – November - December 2000, Secretariat and Bureau complete detail in draft strategic plan.

Phase 6 – February - April 2001, Draft Strategic plan considered by ICPM members along with other documents for the 3rd Meeting of the ICPM.

Phase 7 – April 2001, 3rd meeting of the ICPM considers, amends as necessary, and adopts the 1st Strategic Plan for the ICPM.

7. Agenda for the March 2000 Working group meeting on Strategic planning

The Working group meeting needs to consider what strategic planning should be for the ICPM, look at the present budget for the ICPM, and then prepare material to be sent to the members to obtain information from them to assist in the preparation of the strategic plan.

It might be useful to consider first what material could be sent to members first, and the discussions can be shaped around these requirements. The material to be sent to members could include:

- a draft position statement of the ICPM;
- questions regarding the mission of the ICPM;
- questions regarding the strategic directions of the ICPM;
- questions regarding the goals and objectives to be included in the work programme for the next 3 years;
- questions regarding the position of the ICPM with FAO, particularly in relation to the financing of the programme of the ICPM;
- questions regarding the mode of operation of the ICPM;
- draft part of a strategic plan to provide members with an idea of what is to be achieved.

In view of the above I propose that we arrange discussions as follows:

Discuss strategic planning in general. If considered helpful, prepare summary to be included in material sent to members.

Presentation of the ICPM budget. Prepare summary to be sent to members if considered useful.

Discuss the content of a draft position statement. Draft to be sent to members for comment.

Discuss the content of a draft mission statement. Questions to be drawn up for sending to members.

Discuss strategic directions for the ICPM. Compose questions to send to members.

Discuss goals and objectives for the ICPM. Decide if questions should be sent to members, and if so, prepare them.

Discuss the financial situation of the ICPM in the light of the discussions on the programme of goals and objectives. Draw up questions for members.

Discuss mode of operation of ICPM. Prepare questions if necessary.

Draft an indicative sketch of a strategic plan if required.

#### 8. Conclusion

The preparation of a strategic plan is not an easy task. It will be particularly difficult for the ICPM as it will be the first such plan. Nevertheless, when complete it should provide all members with an increased understanding of the aims and functions of the Interim Commission and a clear direction for the Secretariat to follow. Hopefully, this clarity will enable the ICPM to attract funds for its activities and allow the Interim Commission to be an effective force for its members in the phytosanitary area.

J. Hedley  
Chair, Interim Commission on Phytosanitary Measures  
Wellington, New Zealand  
February, 2000

Attachment 1

#### B. STRATEGIC PLANNING

22. The working group recommended that a long-term strategic plan be developed. For this purpose, it recommended the use of a questionnaire developed by an open-ended working group. The Secretariat would solicit responses from Members as the basis for the development of a long-term strategic plan. This plan should represent an appropriate long-term vision and should include a financial plan. It was agreed that the plan should cover a period of five years. The activities should be costed, so they could be prioritized in relation to the availability of resources. The plan should also contain a strategy for adequate resourcing while budgetary constraints should be noted. Milestones should be indicated to be able to evaluate progress. Members indicated the importance of an adequate information system and the provision of technical assistance. The working group recommended the establishment of an open-ended working group under the chairmanship of the Chair of the ICPM to assist the Secretariat in drafting the strategic plan.

NIGERIA

PROPOSED QUESTIONNAIRE ON STRATEGIC PLANNING FOR THE ICPM

STATUS OF PLANT PROTECTION IN THE WORLD

State the plant pest situation of every IPPC/FAO member country in the past 10 years

Give a list of C.2 (In country) plant pests in 1999, 1994 and 1989 (where available)

Give a list of C1 (Out of country) plant pests not known to be in every IPPC/FAO member country and the countries where they exist.

Give a list of C1 pests now found to be established in every IPPC/FAO member country and trace the possible path ways

Give a resume of research efforts aimed at controlling C2 pests in each country

Give a list of plant production organisations in each member country.

Give a list of phytosanitary personnel of each NPPO of member countries.

Give a list of plant protection specialists in the country stating their fields of specialisation.

Give a list of all possible experts vast in the identification and taxonomy of plant pests and the institutions they belong

State what collaborative efforts that exist between the NPPO and other plant protection organisations.

State the material, political, economic and social factors that militate against the ability of an NPPO to effectively control the International spread of pests and their introduction into endangered areas.

State the remedy to (j) above giving details of requirements and needs.

State what you think the ICPM can do to influence the removal of the bottle necks in (j) and to support the proposal in (k).

State the major plants exported by each member country and the pests associated with them.

For each plant, give areas of production that can be described as pest free areas and therefore are qualified to be endangered areas.

What are the problems associated with maintenance of pest free areas?

What is the level of Internal (Domestic) quarantine in your country? If underdeveloped what is responsible and how do you think an effective Internal quarantine can be maintained?

Looking at responses to questions 1 (a-d), would you say your country is running an effective plant protection system?

If no, what do you suggest should be done to improve on the system?

Establishment/Review of Necessary Institutional Arrangements and Procedures for the development and adoption of International Standards.

How well is the NPPO in your country technically staffed?

Give list of technical staff, their qualifications and their years of experience.

State what calibre of technical staff you require and in what field and number.

What is the level of technical information available to the NPPO in your country.

Have you internet connection?

Have you modern computers with CD drive?

Have you access to updated pest information (distribution, symptoms, taxonomy, control measures treatment)?

Have you access to periodic scientific information world wide?

Have your technical staff adequate computer knowledge and ability to access information.

How well equipped is your NPPO

List essential laboratory equipment you have

List glass/screen-house facilities available.

How regular are your utility services (Electricity, Water, Telecommunications)?

Any well developed insectory?

How functional is the phytotron in your country. If not in use, is there real need for it?

State the factors militating against the proper establishment of (a-c) above and give suggestions on how to find solution to the problems.

What role can the INPM play to improve on 1 and 2 above?

Develop questionnaire and request all member countries to respond within a given time frame in 2000

Identify activities to be embarked upon by the member countries and prioritize them in order of importance and need.

Affix target dates for the various activities to be spread over a period of five years.

Attempt to cost the activities.

Set up co-ordinating bodies for each region with clear terms of reference.

The role of the supervising Ministries (Agriculture and Foreign Affairs) vis-à-vis those of the NPPO should be clearly spelt out.

Dr B. M. Ojuederie.